



# Lean projects in King County

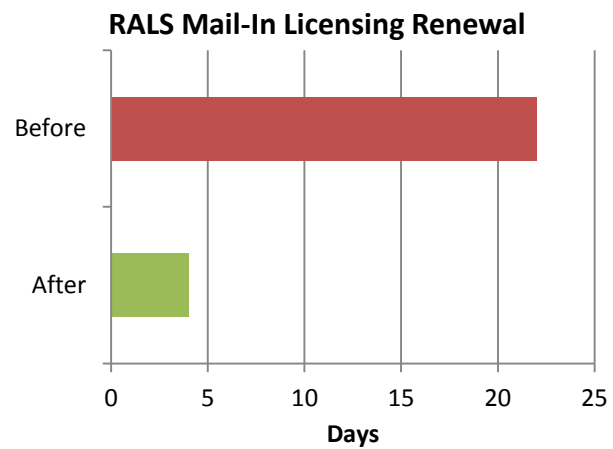
## April 2011 – May 2012

### DES/Records and Licensing Services

#### Mail-in license renewal process (April 2011)

For customers waiting to renew their license tabs by mail, the process could take up to three weeks. Among the new ideas implemented by RALS employees - eliminate steps that further sort renewals into sub-batches and queues.

- Result: Reduced lead time to process a mail-in renewal from three weeks to four days.



### DES/Records and Licensing Services

#### For-hire license application process (July 2011)

The previous process was confusing to customers, batched driving record requests, and required duplicative data entry into both a binder and an electronic system. The new process makes clear information more accessible to customers up front, standardizes same day processing of record requests, and eliminates duplicative data entry and scheduling.

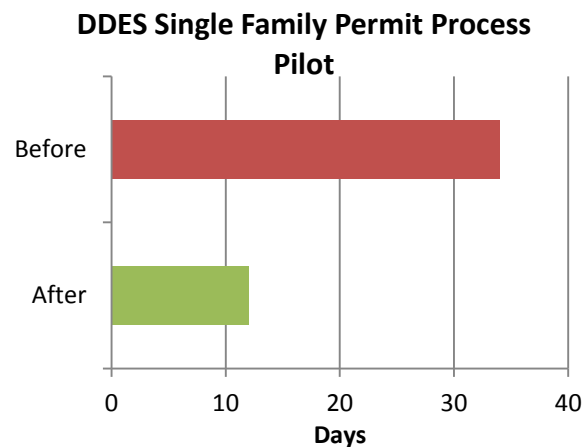
- Results: Reduced lead time from up to 60 days to 10 days; reduced touch time by more than 55%



## Department of Development and Environmental Services

### Single Family Residential Permit process (March 2012)

Months can go by before a single family residential permit is issued, more than in other jurisdictions in our region. The team's improvements included reducing the number of queues where the process has to wait from nine to three, standardizing so that many fewer custom reviews are required, and using teams to quickly process applications instead of sending them through a lengthy step-by-step chain of people. DDES hopes that the progress made on this permit, which is one of the most important to DDES, will provide a template for many of the 70 other DDES permitting processes.



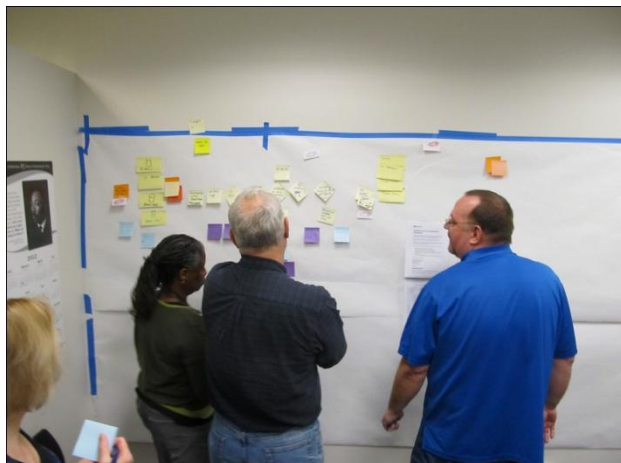
- Result: Internal process time within DDES is now expected to be reduced from 34 days to 12 days, once the changes are fully implemented, including some new technology.

## DES/Facilities Management Division – Real Estate Services

### Special Use Permit process (February 2012)

The non-standardized process for issuing Special Use Permits was confusing and circuitous for custodial agencies and FMD staff, creating lots of rework and delay – and frustration. Employees from DOT, DNRP, and DES proposed a new process that clarifies critical input at the front end, including initial fee receipt, clock start, and intake by Real Estate Services.

- Result: reduced rework and reduced lead time



## DES/Human Resources Division

### Employee re-class process (September 2011)

Re-classified employees and their managers reported low satisfaction with the reclassification process because it was cumbersome, lacked transparency, and took an unpredictable amount of time. HRD staff – along with and customers of the process – made improvements that included a standard consultation and assessment up front with the re-classed employee to provide guidance and develop a clear path forward along newly defined standard time frames.



- Result: Reduce lead time from up to two years down to 10 weeks

## Executive Office

### Legislation review process (August 2011)

The variable quality and timeliness of legislative materials from departments resulted in unpredictable work flow for Executive Office staff. Serial review of legislation included multiple handoffs and queues. Solutions implemented by Executive Office employees include the following: eliminated four redundant review steps and queues; established entrance criteria to decrease variability of incoming legislation; and developed an accessible SharePoint site to allow for concurrent review rather than serial review.



- Results: Improved flow, increased transparency, reduced touch time, reduced lead time

## DES/Records and Licensing Services

### In-person license renewal process (November 2011)

People who do not mail in their license renewal or do it on-line come in to the service counter. The line can get pretty long, and wait time can be high. RALS employees established a new info desk at the door to help provide clear info to customers before they get in line. Customers who only need to pick up the tabs they ordered on-line can get them at the info counter, rather than taking up space in line.

- Result: Reduced customer wait time by removing online pick-up from the main customer queue



## DOT/Transit

### Family Medical Leave tracking process (May 2012)

Because of inconsistent processes across seven transit bases and the complexities of replacing old IT systems, up to 50% of employee Family Medical Leave status changes required rework. The flawed data and rework also create risk to timely and accurate production of payroll. A multi-departmental kaizen team laid out a streamlined, standard “to be” process. The new system captures better information earlier in the process, reduces the number of manual checks required, and better coordinates among the system players.

- Result: Reduced errors and corrections, including instances of employees receiving benefits to which they are not entitled; improved ability to manage employee attendance.

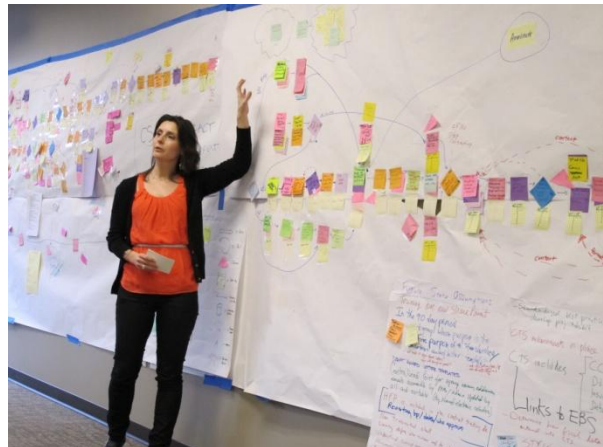


## DCHS/Community Services Division

### Contract consolidation (March 2012)

The Community Services Division (CSD) has multiple human services contracts with the same community based not for profit contractors, which reduces the division's ability to coordinate services across contracts and makes it difficult to present accurate information to management and policy directors.

- Result: Reduced errors, improved flow, and reduced touch time



## Elections

### Signature verification & ballot handling processes (March & May 2012)

The way we have been verifying signatures is unnecessarily complex and subjective determinations result in the need for multiple exception processes. Delays and the need for rework cause frustration for everyone in the process, including voters. The kaizen teams adopted a new verification standard, collapsed 11 paper forms into one electronic database, physically rearranged the space and flow, and changed their training and materials.

- Result: Reduced the time to process 300 ballots from 305 to 188 minutes; reduced the time needed for end-of-day reconciliation from 154 to 85 minutes; on track to reduce overall ballot processing time by over 40%.

